International Vocational Unit Specification

General information for centres

Unit title: Manage Operational Resources

Unit code: F3RD 47

Unit purpose: This Unit is intended to develop the candidates' operational management skills and knowledge as applied within a department or functional area. This Unit will introduce candidates to the effective use and management of operational resources.

On completion of the Unit the candidate should be able to:

1 Explain the role of operations management in the management of operational resources.
2 Utilise financial data in the management of operational resources.
3 Explain the role of quality in the management of operational resources.
4 Explain the use of technology in the management of operational resources.
5 Explain the role of management in a safe working environment.

Credit points and level: 2 HN credit at SCQF level 7: (16 SCQF credit points at SCQF level 7*)

*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.

Recommended prior knowledge and skills: It is recommended that candidates undertaking this Unit have skills in *Communication, Information Technology* and *Numeracy*, together with an understanding of how organisations work and are controlled.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: The assessment is likely to take the form of open-book assessments with structured questions.

Outcomes 1, 3, 4 and 5 could be assessed by a short essay outlining the background, procedures and applications of the subject matters to either the candidate's own organisation or to a case study organisation. The essay could provide an overview of the organisation's transformational process. In each case, the candidate should draw conclusions and provide recommendations for initiatives and/or improvements to the areas discussed.

General information for centres (cont)

Unit title: Manage Operational Resources

Outcome 2 looks at a pre-prepared budgetary control report for one department for two consecutive accounting periods. The candidate will analyse significant variances and, where required, propose suitable corrective action.

An exemplar assessment pack and marking guidelines have been produced to indicate the national standard of achievement required at SCQF level 7.

International Vocational Unit specification: statement of standards

Unit title: Manage Operational Resources

Unit code: F3RD 47

The sections of the Unit stating the Outcomes, knowledge and/or skills, and Evidence Requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Explain the role of operations management in the management of operational resources

Knowledge and/or Skills

♦   Transformation Process
♦   Inter-relations and inter-dependences between different aspects of operational management

Evidence Requirements

Within the context of a particular organisation, candidates will need to provide evidence to demonstrate that they can meet all Knowledge and/or Skills items by showing that they can:

♦   explain the transformation process
♦   identify input, output and method of transformation
♦   explain the inter-relations and inter-dependences of four aspects of management

Assessment Guidelines

This Outcome could be assessed by a short essay outlining the background to the candidate's organisation or to a case study organisation. The essay could provide an overview of the organisation's transformational process. This could be integrated with Outcomes 2–5 or could be based on a completely different scenario.

Outcome 2

Utilise financial data in the management of operational resources

Knowledge and/or Skills

♦   Cost
♦   Budget preparation
♦   Budgetary analysis and corrective action

International Vocational Unit specification: statement of standards (cont)

Unit title: Manage Operational Resources

Evidence Requirements

Within the context of a particular organisation, candidates will need to provide evidence to demonstrate that they can meet all knowledge and/or skills items by showing that they can:

♦   prepare a budget for an aspect of work
♦   control a budget and take corrective action
♦   interpret a range of financial statements and draw conclusions as to their uses in effective management of operational resources
♦   provide an example of each of the following — fixed costs; variable costs; semi-variable costs; prime costs; secondary costs

Assessment Guidelines

From a pre-prepared budgetary control report for one department for two consecutive accounting periods analyse significant variances and, where required, propose suitable corrective action.

Outcome 3

Explain the role of quality in the management of operational resources

Knowledge and/or Skills

♦   Control of Quality
♦   Assurance of Quality
♦   Improvement of Quality

Evidence Requirements

Within the context of a particular organisation, candidates will need to provide evidence to demonstrate that they can meet all Knowledge and/or Skills items by showing that they can explain:

♦   three methods of controlling quality for a product or service
♦   how quality can be assured through the currently recognised international QMS standard
♦   how quality can be improved through the use of a recognised quality technique

Assessment Guidelines

This Outcome could be assessed by a short essay outlining the application of quality within the candidate's own organisation, or by use of case study, with the candidate drawing conclusions and recommendations for future quality initiatives.

International Vocational Unit specification: statement of standards (cont)

Unit title: Manage Operational Resources

Outcome 4

Explain the use of technology in the management of operational resources

Knowledge and/or Skills

- Application of technology
- Impact of technology
- Benefits and costs of technology

Evidence Requirements

Within the context of a particular organisation, candidates will need to provide evidence to demonstrate that they can meet all Knowledge and/or Skills items by showing that they can:

- identify the key technological advances which have impacted on the way organisations manage resources
- explain how technology can be applied to the organisational processes
- explain and justify the benefits and costs encountered in the implementation of technology

Assessment Guidelines

This Outcome could be assessed by a short essay outlining the application of technology within the candidate's own organisation, or by use of case study, with the candidate drawing conclusions and recommendations for future technological initiatives or improvements to current working practices.

Outcome 5

Explain the role of management in a safe working environment

Knowledge and/or Skills

- Legislative requirements
- Health and Safety procedures within a defined area of an organisation
- Risk assessment

Evidence Requirements

Within the context of a particular organisation, candidates will need to provide evidence to demonstrate that they can meet all Knowledge and/or Skills items by showing that they can:

- explain and justify Health and Safety procedures
- draw conclusions on the conduct and impact of risk assessment
- assess the impact of legislative requirements

International Vocational Unit specification: statement of standards (cont)

Unit title: Manage Operational Resources

Assessment Guidelines

This Outcome could be assessed by a short essay outlining the Health and Safety procedures in place within the candidate's own organisation, or by use of case study, with the candidate justifying the Health and Safety and risk assessment procedures in place —including any industry specific Health and Safety legislation requirements. The candidate, through the review of the processes in place, provides an assessment of how implementation of legislative requirements impacts on the organisations current working practices, productivity and operational effectiveness, drawing conclusions and recommendations for future initiatives or improvements to current systems.

Administrative Information

Administrative Information

Unit code: F3RD 47

Unit title: Manage Operational Resources

Superclass category: AG

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Version	Description of change	Date

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International Vocational Unit specification: support notes

Unit title: Manage Operational Resources

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 80 hours.

Guidance on the content and context for this Unit

The Unit is a mandatory Unit within the HN Management Group Award, which is designed to provide candidates with knowledge of Management concepts, principles and practice.

The Unit highlights the dynamic and ever changing business environment and the role that managing operational resources can play in sustaining a competitive advantage for organisations. The Unit also considers measurements and methods of managing operational resources and how this might impact on organisational planning.

The Unit covers all types of organisations and thus includes organisations of different size, public and private organisations, and organisations operating in different markets.

It is designed to:

♦   enhance the candidates understanding of:
  — operational management theory
  — interpreting financial data
  — quality control, assurance and improvement within business organisations
  — technology and its uses within business organisations
  — managing and maintaining safe working practices
♦   improve the candidate's ability to provide practical advice on how to effectively manage organisational resources

There are a large number of consultants and theorists that can be used to illustrate the content of this Unit and to explain and analyse the situation in a particular organisation. The following gives some guidance on suitable content. It is neither exhaustive nor prescriptive.

Outcome 1

There are a number of managerial texts which provide valuable background and organisational examples of operational management theory which may be used as a basis for discussion and group work within the classroom environment.

Provision of case study material should offer candidates the opportunity to compare and contrast a range of different types and sizes of public and private organisations and examine the impact of operational management implementation on operational resources.

International Vocational Unit specification: support notes (cont)

Unit title: Manage Operational Resources

Candidates should be familiar with all aspects of the transformation process:

♦ materials processing
♦ information processing
♦ customer processing
♦ outputs — products and services
♦ business processes

A clear understanding of the storage and accumulation of material resources in transformation systems should be demonstrated, including four aspects of management:

♦ volume
♦ variety
♦ variation
♦ visibility

Outcome 2

The ability to review and understand the implications of financial data is essential to the effective management of operational resources. It is anticipated that this element will provide the candidate with the foundation and background knowledge to be able to analyse, report and provide recommendations with regard to the effective use of operational resources. Candidates should also be able to discuss and demonstrate understanding of a variety of cost analysis.

Outcome 3

The theory of quality management, providing the historical background to quality initiatives and individual theorists will provide candidates with essential background information. By reviewing how quality impacts on a range of different sized public and private organisations and examine the impact of quality implementation on operational resources.

Candidates should have an overview of:

♦ Quality theorists (eg Deming, Juran, Ishikawa, Crosby etc)
♦ Quality planning, control and assurance systems
♦ Quality improvement (eg Baldridge, Deming, TQM, EFQM)
♦ Quality standards (ISO9001 etc)

With this background information, candidates should be able to critically analyse either their own organisations quality ethos and team involvement, or that of the case study organisation, by providing guidance on quality initiative improvements and indicating how quality initiatives will be monitored once implemented.

International Vocational Unit specification: support notes (cont)

Unit title: Manage Operational Resources

Outcome 4

There are many areas to consider regarding key technological advances, including eg:

♦   Virtual Prototyping
♦   Virtual and rapid Product/service design
♦   Hot-Desking
♦   Network design
♦   Layout of facilities
♦   Communications technology
♦   Planning and control systems (project, capacity, inventory, supply chain quality)
♦   Failure prevention and recovery

The candidate should be aware of 'sustaining' and 'disruptive' technologies and be able to argue the benefits and costs which can be derived for the given organisation by the implementation of the suggested technological innovation.

Outcome 5

Candidates should have an understanding of what constitutes a safe working environment. Candidates should have access to organisational policy documents, to review and consider whether the organisation's Health and Safety policies and practices are in line with legal requirements.

A review of risk assessment process:

♦   how risk assessment is undertaken
♦   how risks are identified, measured and evaluated

An overview and analysis of the results of risk assessment will provide the candidate with an opportunity to summarise their findings and to make any appropriate or relevant recommendations.

Consideration should also be given to the relevant legislative requirements of different industries and how information is disseminated to organisations employees, together with the strategies used to involve them in meeting organisational and legal responsibilities.

Guidance on the delivery and assessment of this Unit

It is envisaged that the Unit will be delivered through lecturer-mediated discussion, the provision of appropriate examples and case studies, and by reading appropriate management texts. The appropriate use of examples from texts can help to keep the Unit relevant to candidates, especially if they relate to organisations with which the candidates are familiar.

Candidates should be encouraged to relate theory and practice at all times, and they should be encouraged to apply appropriate models and draw conclusions from this. The conclusions will cover the value of the theoretical approach and comment on the behaviour undertaken in terms of strengths and weaknesses. In this way candidates can develop their analytical skills whilst adopting good habits of substantiated reasoned arguments for their materials.

International Vocational Unit specification: support notes (cont)

Unit title: Manage Operational Resources

The Unit aims to merge theory and practice with the focus being on the practical aspects of managing operational resources for the benefits of sustained competitive advantage. This should be backed up with a broad understanding of the management theory in these areas.

Summative assessment focuses on organisational experience. Delivery of the Unit should encourage candidates to constantly consider organisational behaviours and practice within the context of organisational resource management theory. Formative assessment can be an ongoing part of the Unit with candidates being given the assessments to work on as each topic is taught.

Assessment work should be based on a case study of an organisation. This may be a real or imaginary situation and the candidate may be given suitable information or asked to gather information about an organisation for themselves. Where the candidate is directed to gather information, the case study should ideally be based on either an organisation that the candidate is familiar with, or an organisation about which the candidate can easily gather data. Candidates who are currently in work or have work experience may use their own workplace as the focus for assessments.

Open learning

If this Unit is delivered by open or distance learning methods, additional resources will be required for candidate support, assessment and quality assurance.

Candidates with additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* (**www.sqa.org.uk**).

General information for candidates

Unit title: Manage Operational Resources

The Unit is designed to:

♦   develop your understanding of the skills and knowledge requirements of operational management
♦   enhance your analytical and problem solving skills
♦   improve your understanding of financial and statistical information

This double credit Unit has five Outcomes. The first Outcome analyses the key areas of operational management which impact on the uses of operational resources. The second Outcome provides you with the opportunity to become familiar with financial terminology, interpret and prepare budgets, and use the resultant information to analyse the use of operational resources and propose suitable corrective action. The third Outcome explores the role of quality within an organisation, the initiatives and processes used to promote quality and to provide a competitive advantage. The fourth Outcome reviews the application and impact of technology, its benefits and costs to an organisation throughout the implementation process. The fifth Outcome examines the managers' role in the provision of a safe working environment, the legislative requirements regarding Health and Safety and risk assessment which inform and instruct the decision making processes of the organisation.

The content of the Unit will be kept relevant through the appropriate use of examples and by focusing on organisations that are relevant to you. This should provide you with the flexibility required to study, as appropriate, organisations of different size, public and private organisations, and organisations operating in different markets.

For a successful completion of this Unit, you will be required to achieve a satisfactory level of performance on the assessed work. This will require you to assess how a particular organisation or organisations have implemented and developed the various areas of study to manage the Operational Resources. To do this, you will be expected to apply the concepts you have learned during the Unit to analyse the organisation's relevant working practices and to justify any recommendations for improvements which you have proposed.